



City of San Diego

# **REGIONAL SURVEY ON CONSOLIDATION OF SERVICE DELIVERY**

MARCH 2, 2011



## **PRESENTATION AGENDA**

- 1. The Survey Process**
- 2. Why We Did It**
- 3. The Survey Results**
- 4. How We're Using the Results**
- 5. Next Steps**





## THE SURVEY PROCESS

SURVEY ABOUT 132 DIFFERENT MUNICIPAL SERVICES, ASKING IF INTERESTED IN:

SERVING AS PROVIDER FOR OTHERS, AT COST



PURCHASING FROM OTHERS



PARTNER IN JOINTLY PROVIDING

OR, CURRENTLY OUTSOURCING





## THE SURVEY PROCESS

E-MAILED FROM JAY GOLDSTONE JUNE, 2010 TO:  
ALL CITIES IN SAN DIEGO COUNTY  
SAN DIEGO COUNTY  
STATE & FEDERAL GOVERNMENTS  
LOCAL SCHOOL DISTRICTS  
PORT OF SAN DIEGO  
SANDAG

RESPONSES RE-SOLICITED  
NOVEMBER, 2010





## **POSSIBLE BENEFITS FROM CONSOLIDATIONS**

### **1. Cut costs:**

**Lower cost service providers**

**Spread overhead over broader customer base**

**Increased buying power**

**More competition for already outsourced services**

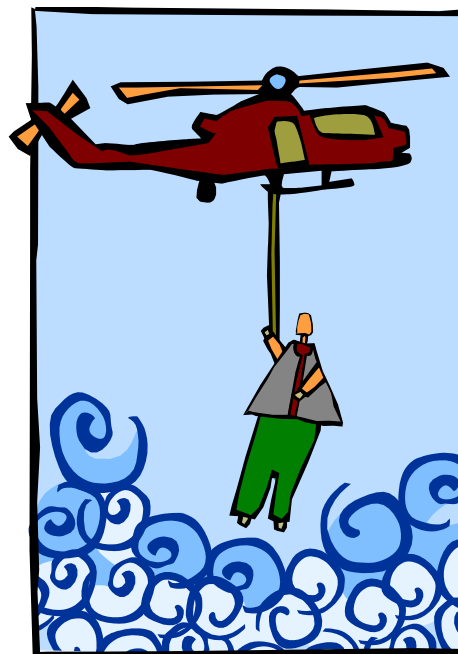






## POSSIBLE BENEFITS OF CONSOLIDATION

### 2. Access to specialized expertise or equipment





## POSSIBLE BENEFITS OF CONSOLIDATION

**3. Better coordination of activities that have cross-boundary impacts**



**4. Greater service standardization for customers using services from multiple jurisdictions**





## POSSIBLE CHALLENGES TO CONSOLIDATION

1. CONCERN ABOUT LOSS OF UNIQUE IDENTITY
2. CONTRACTED SCOPE OF SERVICES MAY REDUCE FLEXIBLE USE OF RESOURCES







## POSSIBLE CHALLENGES TO CONSOLIDATION

### 3. CHANGE MANAGEMENT

TRANSITIONS TO NEW  
PROVIDERS

DISENTANGLEMENTS FROM  
POOR PROVIDERS

REMOBILIZATION





## **SURVEY RESPONDENTS**

### **RESPONSES RECEIVED FROM:**

**CARLSBAD**

**CHULA VISTA**

**EL CAJON**

**ENCINITAS**

**IMPERIAL BEACH**

**LA MESA**

**LEMON GROVE**

**OCEANSIDE**

**POWAY**

**SAN DIEGO**

**SAN DIEGO COUNTY**

**SAN MARCOS**

**SANTEE**

**SOLANA BEACH**

**VISTA**



## HOW WE'RE USING THE SURVEY RESULTS

1. GENERATING SUPPORT FROM SAN DIEGO CITY/COUNTY MANAGERS ASSOCIATION MEMBERS
2. CITY OF SAN DIEGO WILL PROVIDE LEADERSHIP ROLE
3. IDENTIFY INTERESTED PUBLIC AND PRIVATE PROVIDERS IN MANAGED COMPETITION PROGRAM





## NEXT STEPS

1. MEET APRIL 7<sup>TH</sup> WITH CITY/COUNTY MANAGERS
2. WHAT'S THE PREFERRED APPROACH?

BUYERS CONTACT SELLERS?  
RFPs?  
DIRECT NEGOTIATIONS?



SELLERS TO CONTACT BUYERS?

DISCUSSIONS BETWEEN ENTITIES INTERESTED  
IN JOINT PROVISION OF SERVICES?



# Questions?

